

Commonwealth of Virginia
Interim Balanced Scorecard Project Evaluation
for the
Laboratory Information Management System (LIMS)

Criteria	Score	Comment
<u>Stakeholder Perspective</u>	G	
1. To what degree does the proposed investment result in significant tangible and intangible benefits for stakeholders?	G	The project is cost justified by tangible benefits from cost avoidance and productivity improvements in the Division of Consolidated Laboratory Services (DCLS) and in local, state, and federal agencies served by the lab. Significant intangible benefits include improved emergency response time and enhanced customer service to supported agencies. In addition, there are substantial intangible benefits as the rapid exchange of information will have a positive impact in the areas of disease prevention, control, and surveillance.
2. To what degree does the proposed investment target stakeholders that have been chronically underserved by information technology investments?	G	The DCLS provides laboratory support services for a variety of local, state, and federal law enforcement, emergency response, and health and environmental protection programs. Much of the processing and data storage is performed using paper requests and records. The existing automated applications and electronic data storage are antiquated, segregated, and lack adequate security.
3. To what degree does the proposed investment increase public protection, health, environment, or safety?	G	The proposed LIMS will have a direct and positive impact on public protection, health, environment, and safety and will increase service provision, responsiveness, and information accuracy supporting these functions.
4. To what degree does the proposed investment anticipate improvements to internal and external customer service delivery (e.g., faster response, greater access to information, elimination or reduction in client complaints)?	G	Functionality delivered through this project will enable DCLS to improve service capability within the lab as well as improve service delivery to state and local customers.
5. To what degree does the proposed investment increase citizen access to government services?	G	The proposed LIMS will provide customers secure web-based access to lab services, input and extraction of lab information, and lab results. Moreover,

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		the proposal specifies the system will put lab and test results in the hands of emergency responders, which would improve citizen access to emergency services.
<u>Business Process Perspective</u>	G	
6. To what degree does the proposed investment result in information sharing between organizational units throughout the proponent agency?	G	A main function of the proposed LIMS is the rapid exchange of data between DCLS and local, state, and federal law enforcement, emergency response, and health and environmental protection programs.
7. To what degree does the proposed investment anticipate greater flexibility in agency responses to stakeholder requests, reduction, or elimination of paperwork or manual tasks?	G	The proposed LIMS will greatly enhance the agency's flexibility to respond to requests by implementing electronic communications and automated processes in place of manual, paper-based processing. The project also eliminates redundant data entry, manual processing and data storage, and numerous stovepipe applications.
8. To what degree does the proposed investment anticipate improved use of resources, improved turn-around time, or expanded capacity of key processes?	G	Improved resources usage, turn-around time, and expanded services are key components of the proposed LIMS.
9. To what degree does the proposed investment support legal or regulatory requirements?	G	The proposed LIMS will improve the quality of information and quality assurance capabilities of DCLS in response to Center for Disease Control (CDC) requests and other regulatory requirements.
10. To what degree does the proposed investment synchronize with mission needs, agency critical issues, and core business activities?	G	The functionality provided by the proposed LIMS is highly synchronized with the mission needs, core business activities, and agency critical issues.
11. To what degree does the proponent agency possess demonstrated readiness and capacity to succeed with information technology investments of this magnitude and scope?	G	The agency has successfully managed large complex implementations in the past.

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<u>Project Management Perspective</u>	Y	
12. To what degree does the proposed investment present a sound business case?	G	The business case identifies and substantiates both tangible and intangible benefits, which justify the investment.
13. To what degree does the project proposal or charter adequately establish project scope, cost, and schedule baselines?	Y	Scope and cost are well defined in the proposal. However, funding is only available within the current grant cycle. Therefore, schedule delays could result in funding risk.
14. To what degree does the proposed investment have executive-level sponsorship, including the appropriate cabinet secretary?	G	The project charter has been approved by the agency head and the proponent secretary.
15. To what degree does the project charter define an effective project management organization?	Y	The project is proposed as a joint effort between numerous state laboratories. DCLSW laboratory staff will be diverted from regular job duties to complete this project. Both factors may impose risk to the project.
16. To what degree is adequate and sustained funding insured for the duration of the proposed investment?	Y	Funding is only secured if project is completed within the current grant cycle.
<u>Financial and Economic Perspective</u>	G	
17. To what degree will the proposed investment result in a positive return on investment?	G	A positive ROI is calculated and significant intangible benefits are identified and substantiated.
18. To what degree does the proposed investment target business areas that have been chronically underserved in the past by the lack of investments in information technology?	G	Outdated, manual systems are being automated and will greatly improve services provided to the health, public safety, environmental, and emergency service customers.
19. To what degree does the proposed investment leverage funding from the federal government or from the private sector?	G	The proposed LIMS is 100% federally funded if completed within the current grant cycle.
20. To what degree does the proposed investment lead to increased economic development within the state?	Y	The proposed LIMS could have a positive impact on the bio-technology industry in Virginia, but this impact is not noted in the proposal.

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<u>Enterprise (Commonwealth) Portfolio Perspective</u>	G	
21. To what degree does the proposed investment move the Commonwealth toward an enterprise business model with business partners and stakeholders?	G	Numerous business partners and stakeholders will participate and share data.
22. To what degree does the proposed investment serve multiple agencies through functional and process integration and improved data sharing?	G	The Division of Consolidated Laboratory Services provides laboratory support services for a variety of local, state, and federal law enforcement, emergency response, and health and environmental protection programs. The proposed LIMS will allow data sharing among these entities.
23. To what degree does the proposed investment support the enterprise goals of consolidation of infrastructure, security, and administrative systems?	G	The proposed LIMS supports consolidation by moving disparate applications and manual processes onto a single compliant architecture.
24. To what degree does the proposed investment help balance the amount of aggregated risk in the Commonwealth portfolio?	NA	Aggregated risk targets for the portfolio have not been established by the ITIB.
25. To what degree does the proposed investment support the Commonwealth Enterprise Architecture?	Y	“To Be” architecture is not addressed in proposal. However, the proposal indicates compliance with current standards.
26. To what degree does the proposed investment maintain the desired portfolio balance between long-and-short term information technology investments?	NA	The target mix of long- and short-term investments within the portfolio have not been established by the ITIB.